

### **DEVELOPING A BUSINESS PLAN**

**PURPOSE:** To provide information on developing and writing a Business Plan.

**SCOPE:** A business plan is a written statement of how you intend to direct your clubs operations, promote their functions, identify improvements, determine when improvements will take place, and establish who is responsible for improvements.

**GENERAL:** A winning business plan is written by the “user” (club manager and staff) and bought into by leadership. It can be compared to a terrain map that answers three important questions: 1.) What is the clubs present situation? (Where does it fit into the competitive market?) 2.) Which direction did the club come from? (Has it been doing the right things in the past?) 3.) Which direction should the club go? (What things should it be doing to ensure success?)

### **GUIDANCE:**

All winning business plans have seven common elements :

REALISM -- Plans need to be realistic so expectations can be met.

COMPLETENESS -- Winning business plans depend on thoroughness.

DETAIL -- Attention to detail is often the only difference between success or failure.

EASY-TO-FOLLOW -- A business plan must be easy to read and easy to follow.

DESIRE AND COMMITMENT BY TOP MANAGEMENT -- It is essential.

CUSTOM DESIGN -- All business plans must be custom-made for a specific club.

WRITTEN BY USER -- A winning business plan is best written by those who implement it.

See the attached business plan outline for guidance.

### **SUMMARY:**

Use the business plan as a yardstick to determine whether your club is on course. Pay particular attention to:

1. Goals, objectives, and strategies. Keep in mind the criteria developed for objectives and strategies as you evaluate the progress of the club. Pay close attention to the time periods you set and to the amount of change projected.
2. Keep track of who should be doing what by what point in time.
3. If the club is not meeting objectives, consider revising. The plan should not unnecessarily restrict your club. As conditions change, plans should also change.